Introduction

Hanford's Vision

The Hanford Site has dealt with legacy wastes, and has become a national environmental science and technology asset performing new missions.

Hanford's Missions

Hanford's Missions are to safely clean up and manage the site's legacy wastes, and to develop and deploy science and technology. Through these missions we contribute to economic diversification of the region.

Values

Safety–The safety and health of our workers and the public will not be compromised.
Results–We are committed to environmental and scientific excellence.
Teamwork–We work as a team to accomplish our missions.
Integrity–We conduct ourselves with the highest standards of professionalism and ethical behavior.

Making Progress. . .Getting Results

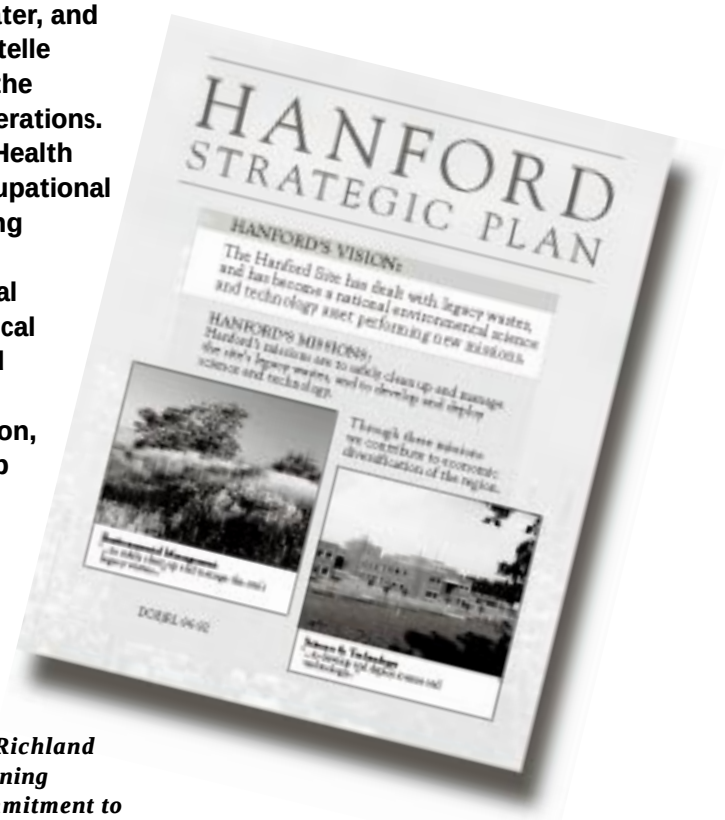
U.S. Department of Energy (DOE) • Richland Operations Office (RL)

Hanford is 560 square miles of sand and sagebrush, and the site of many impressive science and engineering accomplishments, past and present. As a plutonium production complex, Hanford played a critical role in the nation's defense for more than 40 years beginning in the 1940s. With the Cold War now past, Hanford is the world's largest environmental cleanup project, with a host of new and complex challenges that must be solved in the face of immense technological, political, regulatory, and cultural interests.

Nearby, DOE's Pacific Northwest National Laboratory, which serves as the primary element of RL's Science and Technology Mission, is helping to address the technical challenges. The Laboratory grew out of early Hanford activities and, through the years, has become a world-class, multi-program national laboratory. The Laboratory's current role is to contribute solutions to Hanford cleanup, as well as serve a wide range of national and international science and technology needs aligned with DOE's missions related to environmental quality, energy resources, national security, and science and technology.

RL is responsible for and manages all environmental cleanup and science and technology development at Hanford, coordinating closely with contractor companies hired to manage and complete the work. The prime contractor for the Project Hanford Management Contract, Fluor Daniel Hanford, plays an integrating role with a group of firms responsible for work related to cleanup. Bechtel Hanford, Inc., is the environmental restoration contractor, leading cleanup of contaminated soil, groundwater, and inactive nuclear facilities. Battelle Memorial Institute serves as the contractor for Laboratory operations. The Hanford Environmental Health Foundation provides site occupational health and medical monitoring services.

The purpose of this annual report is to highlight the critical progress and results achieved during fiscal year 1998 in the science and technology mission, and in environmental cleanup at Hanford.



Hanford's Strategic Plan is the Richland Operations Office top-level planning document, articulating RL's commitment to a long-range strategic direction for the Hanford Site.

Long-Term View

RL established the Hanford Strategic Plan in 1996 to articulate RL's commitment to a long-range strategic direction for the Hanford Site, and to align with DOE Headquarters' department-wide strategies. In addition to long-range goals, the Hanford Strategic Plan identifies RL's two primary missions at Hanford—Science and Technology and Environmental Management. The plan also sets forth RL's Vision and Values. This annual report highlights RL's accomplishments related to the Hanford Strategic Plan.

Mission: Science and Technology

As a DOE national laboratory and the primary contributor to RL's Science and Technology Mission, Pacific Northwest National Laboratory is providing cleanup solutions to Hanford and other DOE sites, and is helping address some of the nation's most complex and challenging problems. Annually, DOE and the Laboratory develop a series of "Critical Outcomes" that focus on performance areas important to DOE and serve as a basis for the overall management and measurement of performance.

Fiscal year 1998's Critical Outcomes addressed scientific and technological excellence, operational excellence, leadership and management, and community relations.

Mission: Environmental Management

The Environmental Management Mission faces many challenges as it addresses the world's largest environmental cleanup project. RL has looked to the future and considered what successful cleanup at Hanford means, and what must be done to achieve it. The mission is guided by two sets of goals. "Geographic" goals divide the site into five geographic areas and describe the "endstates," or the characteristics each area will have once cleanup is completed. There also are "material" goals, which specify cleanup objectives for soil, groundwater, spent fuel, tank waste, and other materials.

Corporate Management

RL's corporate management objective is to produce optimum results in all areas. The Hanford Strategic Plan supports this objective by ensuring that managers and staff have a common understanding of the work and what must be accomplished.

In particular, the strategic plan's high-level "Critical Success Factors" describe the overarching factors that Hanford must be successful at in order to accomplish its missions. Critical Success Factors also reflect RL's Values.

Topics Highlighted

In the following pages, Hanford's progress and results, as well as some of the year's challenges and concerns, are highlighted. Readers will have opportunities to learn about:

- accomplishments in science and technology at the Laboratory
- new developments at the Volpentest HAMMER Training and Education Center
- the Environmental Management Mission and cleanup progress
- RL's performance as a corporate entity
- RL's performance as a corporate citizen and overarching management issues facing the Hanford Site.

This report serves a wide range of audiences, from Congress and Tribal Nations to regulators and the general public. RL plans to continue to provide this document annually to report progress and issues to the public. Feedback and questions are welcome. A list of contacts is provided at the back of this report.

Cleanup Critical Success Factors

Factors that determine our success and operationalize our values:

1) protect worker safety and health
2) protect public health and the environment
3) manage Hanford to achieve progress
4) optimize the Hanford Site infrastructure
5) contribute to economic diversification
6) build and strengthen partnerships for progress.

Science and Technology Critical Outcomes

Six Critical Outcomes governed performance of work at DOE's Pacific Northwest National Laboratory in fiscal year 1998:

- develop and deploy new environmental technologies
- deliver more and better research and development for each dollar
- increase the scientific and technical contributions of DOE
- operate the Laboratory with distinction, supporting the Science and Technology Mission and protecting workers, the public, and the environment
- provide leaders and systems that effectively support the mission areas of DOE
- involve and benefit local and regional communities to remain a valued community asset.